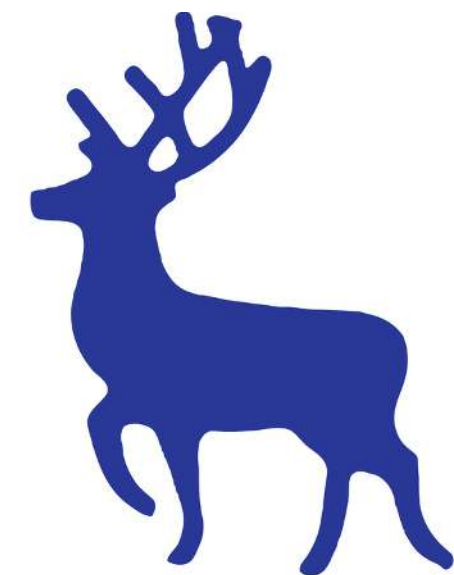




Hertfordshire
Golf

ACTION PLAN

2025 – 2026

Leading the way for county golf

ABOUT US



Our 2024 County Champions

Hertfordshire Golf is the governing body of amateur golf within the county of Hertfordshire.

We represent 59 affiliated golf clubs and over 26,000 golfers across the county.

Our purpose is to develop the game of golf in Hertfordshire and provide services to our member clubs.

We are committed to supporting our member clubs and creating opportunities for everyone to play golf.



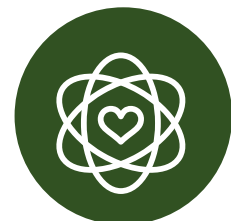
VISION

to nurture talent and provide golf opportunities for everyone



MISSION

to support develop and grow the game in Hertfordshire



VALUES

Honesty

Excellence

Responsibility

Inclusivity

Support



OUR ROLE

- Grow and develop the game of golf in Hertfordshire
- Develop golfing talent within the county
- Facilitate county competitions for a wide range of age groups and abilities
- Run representative teams for the county
- Provide guidance and assistance for our affiliated clubs
- Deliver timely information and advice to our member clubs as cascaded down from The R&A and England Golf
- Act as overarching authority for the administration of the World Handicapping System (WHS) in Hertfordshire
- Undertake course rating and provide advice on course set-up and the rules of golf
- Represent Hertfordshire at regional and national administrative level



WHERE ARE WE NOW?

Hertfordshire Golf is forward thinking, delivers a wide, inclusive programme of golfing events, provides first rate support for developing talent and is recognised for the professional support it provides to its members.

- 59 clubs
- 27, 966 members
- 22,937 men
- 3,252 women
- 1,585 boys
- 192 girls

- Over 40 championship events plus inter club knock outs, scratch leagues and orders of merit
- Competitive county teams with good depth of talent
- Continued support for the World Handicap System (WHS) and Course Ratings
- Extensive junior development programme
- Only county in England to employ a County Development Officer to help grow the game
- Strong pool of qualified volunteers
- SafeGolf accredited
- Committed to the The R&A Women in Golf Charter
- Pioneers of the Girls Golf Challenge Badge with GirlGuiding Hertfordshire



KEY ACHIEVEMENTS IN 2023/24

- Provided over 40 events, almost half of which are aimed at club level golfers
- Marked the county's centenary with a special event for 40 male and 40 female players, with entry qualification via a club competition

- WHS Workshops and Rules Roadshows attended by over 200 delegates
- Twelve golf courses rated by our Course Rating team
- Over 500 handicap queries dealt with

- Launch of new website with better links to Golf Genius
- End of Year Review introduced in 2023 with very positive feedback
- Increased marketing activity with a view to increasing participation in events and encouraging volunteers
- Trial run of county digital newsletter deemed worthwhile to continue and reached over 1200 members

The introduction of

- Women's fourball knockout
- County fourball championship open to all genders
- Combined women's and men's championship event
- Mixed team challenge event
- Boys' Spring Meeting
- Girls' Summer Series

- Relaunched the County Delegate scheme and 40 clubs now have active representation
- Sponsorship package agreed with Golf Holiday Direct

- Girls Golf Challenge Badge delivered to over 1000 young girls with Girlguiding Hertfordshire
- Over 1000 pupils participated in golf through eight schools in the North Herts Schools Association
- Continued uptake of the places in our stroke and dementia golf classes

GOLFING SUCCESS IN 2023/24

Darcie West of Sandy Lodge GC won the England Golf Girls Champion of Champions 2024



Harry Cox of Welwyn Garden City GC won the Men's County Championship and Anna Malloy of Sandy Lodge GC won the Women's County Championship 2024



Jackie Foster of Bishop's Stortford GC won the R&A Senior Women's Amateur Championship 2023 and the English Senior Women's Amateur Championship 2024



Under 16 Team crowned 2023 South East Group Champions 2023



Harry Cox of Welwyn Garden City GC won both the England Golf Boys and the Men's Champion of Champions 2024

Harry Cox of Welwyn Garden City GC, winner of the Men's County Championship 2023, and Tala Clarke of Knebworth GC, winner of the Women's County Championship 2023



GOLFING SUCCESS IN 2023/24



Jack Bigham of Harpenden GC



Harry Cox of Welwyn Garden City GC



Sophia Fullbrook of Broomfield Hall GC

Jack Bigham, Harry Cox and Sophia Fullbrook selected to play for England

STRATEGIC GOALS

Governance

Adopt standards, policies and procedures to become a model of best practice.

Finance

Maintain strong and sustainable finances.

Championships and Competitions

Provide a programme of high-quality championships and competitions relevant to Hertfordshire golfers of all genders, ages and ability.

Promote the knowledge, understanding and application of the Rules of Golf.

Club Services

Provide clubs with course ratings, handicap expertise and networking opportunities.

Golf Development

Promote golf as a friendly and accessible sport that is inclusive of all people no matter their age, gender, ability, impairment or background.

Player Development

Optimise the underlying talent within the squads to build a series of winning teams and develop a population of lifelong golfers in a fun and engaging environment. Create a pipeline of suitably talented players who go forward to represent England.

Marketing and Communications

Engage effectively with our stakeholders and provide clear communication about our services and activities.



Governance

Action Plan for 2025 – 2026

Strategic Goal

Adopt standards, policies and procedures to become a model of best practice.

Responsible Director: Bobby Kendall

Supported by:

Louis Matamala – County Secretary
Simon Shepherd – Director without portfolio

Board

- Complete job descriptions and specifications for all Board roles
 - Develop induction pack for incoming Board members
- September 2025
September 2025

Staff

- Introduce annual employee performance evaluation – objectives and reviews
- March 2025, then
October annually

Departments

- Departmental action plans to be reviewed at Board meetings – monitor and progress outstanding actions
 - Ensure that each Committee’s terms of reference are reviewed annually with report back to the Board
- From July 2025
May 2025, then January annually

Policies

- Establish a process for periodic review of company policies
 - Conduct an annual survey of Board members to address trends in the perception of how we are doing
- July 2025
March 2025

Finance

Action plan for 2025 – 2026

Strategic Goal

Maintain strong and sustainable finances

Budgeting

- Confirm clear timetable for all aspects of the budget process
- Establish process for moving towards a balanced annual budget
- Review and document reserves policy based on the future balanced budget

March 2026
September 2025
May 2025

Reporting

- Review management accounts reporting format

July 2025

Systems

- Establish monthly cashflow forecast
- Ensure that insurance renewal matches requirements including trophy valuations
- Complete handover to new FD – day-to-day by April, year-end by January
- Develop risk register for review by Board

March 2026
April 2025
April 2025, January 2026
September 2025

Funding

- Review county affiliation fees for following year and make recommendation to September Board meeting

August 2025 and
August 2026

Responsible Director: Don Ward

Supported by:
Bobby Kendall – Chair
Finance Committee

Player Development

Action plan for 2025 – 2026

Strategic Goal

Optimise the underlying talent within the squads to build a series of winning teams and to develop a population of lifelong golfers in a fun and engaging environment.

Create a pipeline of suitably talented players who go forward to represent England.

Responsible Director: Karen Bond

Supported by:

Louis Matamala – County Secretary
Mark Day – County Coaching Coordinator
Lead coaches

Players

- Develop a pool of 18 committed, enthusiastic and self-motivated players from which the 12-person squad will be selected
- Players to create their own individual stretch targets using performance data metrics and designing a plan to achieve them. Alignment of player’s individual club and Hertfordshire Golf targets
- Active use of performance data metrics both to select playing teams and identify areas of focus.
- Top U18 players to be capable of performing at the very highest level with Hertfordshire players going through to represent England
- Encourage all players to participate in both club, county and, as appropriate, national events
- Holistic development of the players to equip them to compete at the highest level, including encouraging junior players to attend the Hertfordshire Golf facilitated strength and conditioning sessions

Ongoing

Review December 2025

December 2025
December 2025

December 2025
December 2025

Juniors

- Continue to generate a pipeline of junior players through increased awareness of the various Hertfordshire Golf programmes
- Enhance pathway to progress suitable junior players from the ITour and Futures Tours through to the Development and Performance playing squads
- Improve competitive experience opportunities by increasing number of matches both internally i.e. Juniors v seniors and against other counties with junior teams and in different formats i.e Medal and Matchplay

December 2026

December 2025

December 2025

Coaching

- Create a strong sense of team spirit, support and camaraderie within and across the Hertfordshire Golf squads, including in the ‘closed’ winter season
- Active use of performance data metrics populated by squad players to select teams, identify areas of focus and optimise competitive player performance
- Periodic review of the coaching squad to ensure that the team is meeting the needs of the players and developing individuals to their best potential

Ongoing

Ongoing

December 2025

Other

- Expand the information included on the Hertfordshire Golf website to give greater insight into the teams and the playing standards required to be considered for inclusion

July 2025

Club Services

Action plan for 2025 – 2026

Strategic Goal

Provide clubs with course ratings, handicap expertise and networking opportunities

Responsible Director: Jane Clarke

Supported by:
 Louis Matamala – County Secretary
 Course Ratings Team Leaders
 Club Services Committee

Course Rating

- Ensure the Course Rating Team Leaders understand and implement changes to the WHS rating system and complete the EG structured Course Rating training
- Complete at least six full course ratings during the 2025 season (Cycle 2) to ensure all courses have an up-to-date CR/SR
- Attend to requests for additional ratings and ratings for major course changes. Initial response within two working days
- Recruit and train one additional male leader

Ongoing

September 2025

Ongoing

October 206

Handicapping

- Deliver two follow-up training sessions on WHS for club handicapping officials
- Review the HG response to handicap enquiries – expected response time, within two working days

April 2025

October 2026

Networking and Engagement

- Identify clubs who do not have a delegate and contact them. Ensure all affiliated clubs have a male and female delegate
- Hold at least one club delegates meeting annually, to advise and inform on golfing matters of interest, with at least 30 clubs attending
- Hold a delegates forum event including nine holes of golf as a thank you
- Organise two women’s team golf events with a target number of 20 teams at each
- Organise a mixed team event
- Hold a thank you event for up to 100 HG volunteers and invited competition winners

August 2025

October 2025 and October 2026

August 2025 and 2026

October 2025 and 2026

October 2025 and 2026

November 2025 and 2026

Championships

Action plan for 2025 – 2026

Strategic Goal

Provide a programme of high-quality championships and competitions relevant to Hertfordshire Golfers of all genders, ages and ability

Promote the knowledge, understanding and application of the Rules of Golf

Responsible Director: Alan Thomson

Supported by:
Louis Matamala – County Secretary
Championships Committee

Participation

- | | |
|---|---------------|
| • Review all events with persistently low entries. Take actions to either implement an improved format or discontinue the event | December 2026 |
| • Increase awareness of Hertfordshire Golf’s programme of Championships and Competitions from 51% (2022) to 67% (2025) by improved marketing of all events via website, social media, and targeted emails. Engage with team managers and current squad members to support and actively assist with implementing these actions | December 2025 |
| • Take actions that increase the number of entries in ten designated county events with spare capacity by at least 10% each year | December 2025 |

Rules and Referees

- | | |
|---|------------------------|
| • Increase awareness of the Local Rules advisory service | December 2026 |
| • Stage at least two Rules Roadshows at clubs during each year | December 2025 and 2026 |
| • Continue the programme of regular Rules education available to all affiliated members | December 2026 |
| • Increase the number of affiliated clubs with at least one person identified as having an interest in the Rules of Golf from 27 to at least 40 | December 2026 |
| • Support and continue to develop the existing panel of referees | December 2026 |

Golf Development

Action plan for 2025 – 2026

Strategic Goal

Promote golf as a friendly and accessible sport that is inclusive of all people, no matter their age, gender, ability or background

Compliance

- CDO to update master register of volunteers and coaches as required to ensure compliance with our Safeguarding Policies & Procedures
- Assist our clubs to maintain their SafeGolf accreditation

Ongoing

Ongoing

Funding

- Secure funding from external sources, where possible, to finance our initiatives for all ages, abilities, and genders

Ongoing

Intiatives

- Increase Futures Tour and iTour participation by 20%
- Launch Women’s Academy Open
- Increase participation of Stroke, Parkinson & dementia golf groups in Hertfordshire
- Hear 2 Play Project – 5% of total participation into HG club membership
- Girl Guiding project – 5% of total participants into HG club membership

December 2026

December 2026

December 2026

December 2026

December 2026

Responsible Director: Rowena Hemmings

Supported by:
Matt Crowhurst: – County Development Officer
Golf Foundation
Herts Sports Partnership
England Golf County Support Officer

Marketing and Communications

Action plan for 2025 – 2026

Strategic Goal

Effective engagement with stakeholders and clear communications about services and activities

Responsible Director: Janet Biscoe
Supported by:
Louis Matamala – County Secretary
M & C Committee

Website

- Improve accessibility of information on the website
- Include specific questions about website navigation in the Member survey

December 2026
December 2025

Social Media

- Increase the number of social media followers by 20%
- Increase the number of clubs that follow us from 34 to 40
- Encourage influencers such as pro shop staff, coaches, professionals to follow and share our posts
- Monitor the impact of the social media campaigns to increase engagement and participation

December 2026

Direct Mail

- Increase the number of affiliated members that subscribe to Golf Genius Database from 4.5% to 10%

December 2026

County App

- Increase awareness of the benefits of the IGCounty app
- Encourage more affiliated members to access the app with a view to increasing downloads from 27% to 32%

December 2026

Digital Newsletter

- Increase the number of affiliated members who subscribe to the digital newsletter from 5.3% to 7%

December 2026

Posters

- Supply clubs with quarterly posters detailing upcoming events and closing dates

Quarterly during 2025
and 2026

Engagement

- Aim to have 90% of clubs engage with us at some level

December 2026

Survey

- Increase the number of General Managers that respond to our survey from 23 – 30
- Carry out a survey of affiliated members, monitor responses and respond accordingly

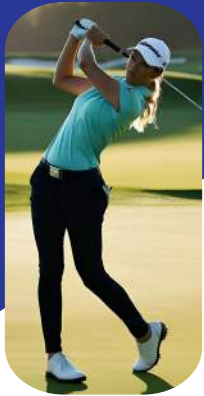
GM survey 2026
Member survey 2025

Annual Review Brochure

- Produce the annual review brochure to budget and in time for distribution at the Volunteers' Dinner

November 2025
and November 2026

AFFILIATED CLUBS

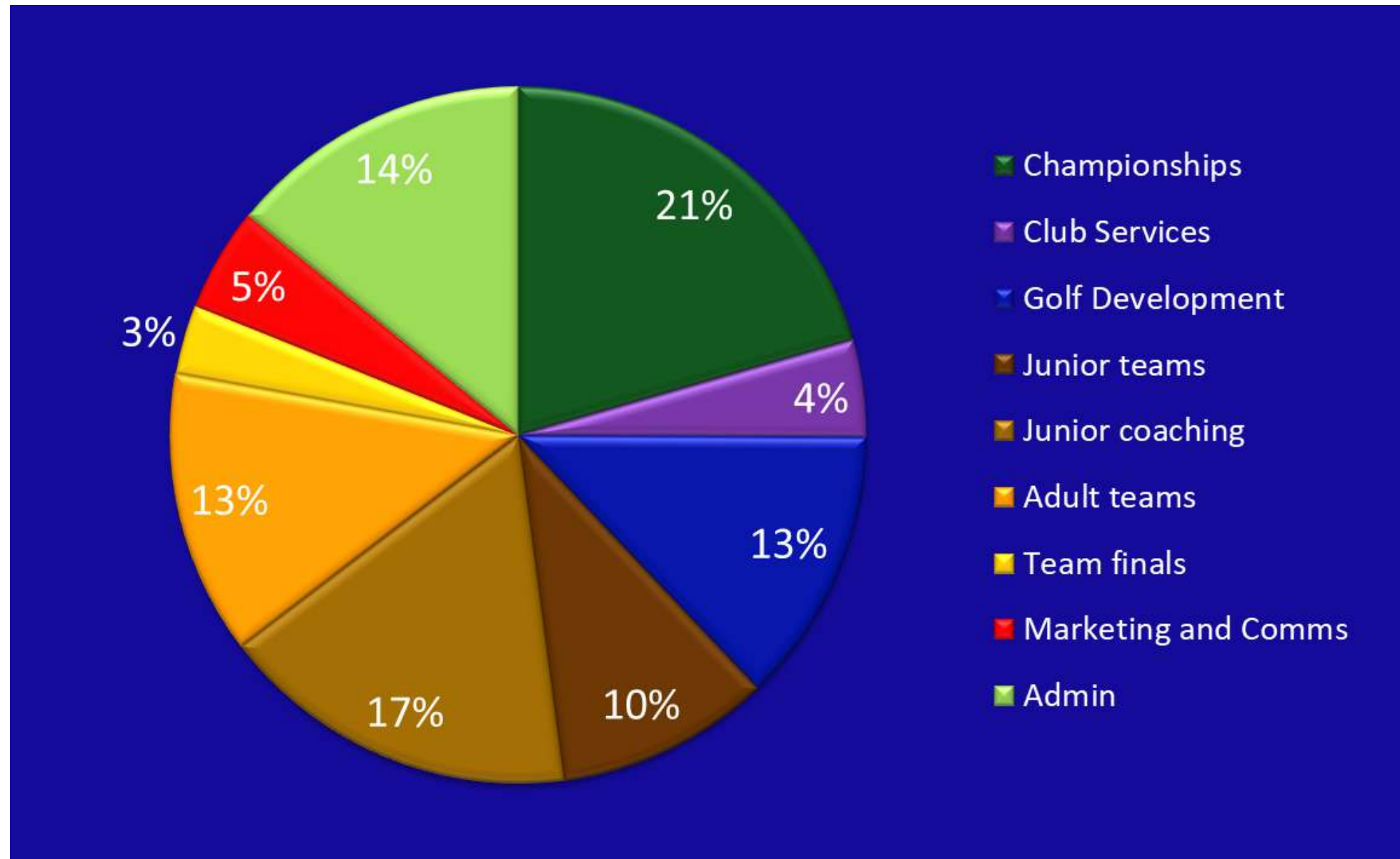


Aldenham Golf & Country Club
Aldwickbury Park Golf Club
Arkley Golf Club
Ash Valley Golf Club
Ashridge Artisans Golf Club
Ashridge Golf Club
Batchwood Hall Golf Club
Batchworth Park Golf Club
Berkhamsted Golf Club
Bishops Stortford Golf Club
Brickendon Grange Golf Club
Brocket Hall Golf Club
Brookmans Park Golf Club
Centurion Golf Club
Chesfield Downs Golf & Country Club
Cheshunt Golf Club
Cheshunt Park Golf Centre
Chorleywood Golf Club
Dyrham Park Country Club
East Herts Golf Club

Essendon Country Club
Great Hadham Golf and Country Club
Hadley Wood Artisans Golf Club
Hadley Wood Golf Club
Hanbury Manor Golf Club
Harpenden Common Golf Club
Harpenden Golf Club
Hartsbourne Artisans Golf Club
Hartsbourne Country Club
Knebworth Golf Club
Letchworth Golf Club
Little Hay Golf Club
Manor of Groves Golf Club
Mid Herts Golf Club
Mill Green Golf Club
Moor Park Artisans Golf Club
Moor Park Golf Club
Old Fold Manor Golf Club
Panshanger Golf Club
Porters Park Golf Club

Redbourn Golf Club
Rickmansworth Golf Club
Royston Golf Club
Sandy Lodge Artisans Golf Club
Sandy Lodge Golf Club
Shendish Manor Golf Club
South Herts Golf Club
Stevenage Golf Club
Stocks Golf Club
The Grove Golf Club
The Hertfordshire Golf Club
The Hertsmere
The Shire London Golf Club
Verulam Artisans Golf Club
Verulam Golf Club
Welwyn Garden City Golf Club
West Herts Golf Club
Whipsnade Park Golf Club
Whitehill Golf Club

WHERE YOUR MONEY GOES



Income

The bulk of our income is from annual affiliation fees - £12.50 for adults and £6.25 for juniors.

This is supplemented by grants, fund-raising income, interest income and reserves where appropriate.

Expenditure

Our expenditure, net of championship entry fees and participant contributions towards coaching and other activity, is split as per the chart.

MEET THE TEAM

We employ four members of staff who are based
in our offices at Knebworth Golf Club



LOUIS MATAMALA

*Company and County
Secretary*



MATT CLARKE

Assistant County Secretary



MATT CROWHURST

*County Development
Officer*



CLARE MULVANEY

Office Administrator



Jane Walter *
President



Bobby Kendall
Chair

OUR BOARD

*non voting



Janet Biscoe
Marketing and
Communications



Karen Bond
Player Development



Jane Clarke
Club Services



Rowena Hemmings
Golf Development



Louis Matamala *
Company and
County Secretary



Liz Perrottet
Without Portfolio



Simon Shepherd
Without Portfolio



Alan Thomson
Championships



Suzanne Thrower
Without Portfolio



Don Ward
Finance

VOLUNTEERS

In addition to our Board Members, we also rely on many loyal and hardworking volunteers to support the running of events, championships, teams and our junior programme.

If you would like to get involved, please contact Louis Matamala. We need:

- Course Raters
- Team Managers
- Assistant Team Managers
- Referees
- Starters
- Board Directors
- Committee Members



Your County Needs You!



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www.hertfordshiregolf.org

